

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Customer Service
Goal: Improve customer service in all incoming transactions.	Outcome: 1. Faster turn around time with no mistakes for all transactions. 2. Increased customer satisfaction.
Objective: Develop a customer centered service culture among employees.	Output: 1. Increased number of transactions deemed satisfactory by customers.
Strategies: <ol style="list-style-type: none"> 1. Develop and implement on-going Division-specific Customer Service training by 11/99. 2. Develop a baseline for customer satisfaction in all Divisions as a basis for continuing improvement. 3. Reduce license turn around time to an average of seven days. 4. Reduce current customer waiting time in the business office to 15 minutes. 5. Continue process analysis and benchmarking studies to enhance ACS processes. 6. Include customer service in PMPs and Reward systems. 7. Attempt to recruit and hire Spanish speaking employees in each Team. 8. Develop written informational materials in English and Spanish. 9. Implement Adoption Counseling training for employees and volunteers. 	
Efficiency: Training time. Spanish speaking differential pay. Materials.	<p>“If you're not serving the customer, you'd better be serving someone who is.”</p> <p style="text-align: right;">~ Karl Albrecht ~</p>



Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Customer Service
Goal: Improve customer service in external transactions.	Outcome: <ol style="list-style-type: none"> 1. Increased customer satisfaction. 2. (See Public Relations Goals on page 20 and 21) 3. More dogs will be licensed. 4. More pets will be reunited to their owners. 5. Reduction of animal bites. 6. Fewer dangerous dogs in the community. 7. Fewer dogs at large.
Objective: Enhance service delivery to cities/towns, county and their citizens.	Output: Increased number of ACS initiated contacts with city/town liaisons.
Strategies: <ol style="list-style-type: none"> 1. (See Capital Planning Goals on page 13) 2. (See Financial Management Goals on page 22) 3. Reduce Field Officer response time to incoming citizen/animal complaints. 4. Provide financial and statistical data to the cities/towns/county. 5. Send ACS Newsletter to all city/town/county liaisons. 6. Meet with city/town/county liaisons to provide relevant information in a timely manner. 7. Explore the need for a Dangerous Dog/Community Action program by 10/00. 	
Efficiency: Additional Field Officers and Call Center clerks.	<p>“Always think of your customers as suppliers first. Work closely with them, so they can supply you with the information you need to supply them with the right products and services.”</p> <p style="text-align: right;">~ Susan Marthaller ~</p>



Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Customer Service
Goal: Improve customer service in the humane treatment of animals in ACS care.	Outcome: <ol style="list-style-type: none"> 1. Fewer animals euthanized. 2. More animals adopted. 3. More animals returned to owner. 4. More sanitary environment as evidenced by inspection ratings. 5. (See Public Relations Goals on pages 20 and 21)
Objective: Provide humane treatment and healthy environment for animals in ACS care.	Output: <ol style="list-style-type: none"> 1. Shelter staff to evaluate impounded animals for signs of illness. 2. Medical intervention as required/when affordable.
Strategies: <ol style="list-style-type: none"> 1. Study disease-control strategies and implement as appropriate. 2. Develop program to medically treat sick but potentially adoptable animals. 3. Develop program to monitor and ensure humane handling of animals. 4. Develop program to ensure quality control of shelter environment and appropriate animal husbandry practices. 5. Develop an in-house Veterinary Technician certification program for Clinic and Shelter staff. 	
Efficiency: Chemicals and medicines for disease control strategies to be determined. Training time.	<p>“Caring is a powerful business advantage.”</p> <p>~ Scott Johnson ~</p>



Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Employee Satisfaction
Goal: Increase employee satisfaction.	Outcome: <ol style="list-style-type: none"> 1. Reduced employee turnover 2. Reduced absenteeism. 3. Greater employee satisfaction. 4. Greater employee productivity.
Objective: Ensure all categories on the Employee Satisfaction Survey are “5” or above by 6/05.	Output: <ol style="list-style-type: none"> 1. Quarterly internal employee satisfaction surveys. 2. At least one employee recognized quarterly. 3. One management development class per month. 4. # of employees on alternative work schedules TBD. 5. # of employees receiving differential pay TBD. 6. \$ expended on differentials. 7. # of employee recommendations implemented.



Strategies:

1. (See Communication Goals on page 7)
2. (See Training Goals on page 8)
3. (See Capital Planning Goals on pages 14 – 19)
4. Develop and implement Employee Recognition Program by 12/99.
5. Implement consistent management practices by 9/99.
6. Explore alternative work schedules and implement as appropriate.
7. Explore pay differential strategies and implement as funding permits.
8. Continue Employee Satisfaction Committees to make recommendations.


Efficiency:

Training and meeting time.
Differential pay.

“Satisfaction is not a goal. It is a feeling that
accompanies important ongoing activity.”

~ Paul Goodman ~

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Safety
Goal: Develop a Safety Culture.	Outcome: <ol style="list-style-type: none"> 1. A reduction in preventable accidents/injuries by 5% annually. 2. A safer working environment for employees and customers.
Objective: <ol style="list-style-type: none"> 1. Develop a schedule of at least one monthly safety training session per work team. 2. Include safety objectives in employee PMPs. 3. Develop Safety Committee consisting of frontline supervisors to meet monthly to ensure ACS compliance with ACS Safety Policy. 	Output: <ol style="list-style-type: none"> 1. At least 12 safety training sessions per team annually. 2. 100% of all ACS employees will have safety objectives included in their PMP. 3. Safety Committee will ensure ACS Safety Policy is enforced.
Strategies: <ol style="list-style-type: none"> 1. Working with County Safety Office, each Supervisor will develop and implement safety training specific to their work area. 2. Each supervisor will ensure each work team's safety objectives are explained to each employee and included in their PMP. 3. Supervisors will review all incidents/accident reports and submit recommendation to appropriate supervisor to take action. 4. Supervisors will provide their managers with a bi-annual report to their respective managers. 5. Obtain and provide Field ACOs with radios equipped with GPS and cellular phones by 7/00. 	
Efficiency: Fewer accidents result in more hours worked, money saved in time off work, repairs and possible lawsuits.	<p>“Early and provident fear is the mother of safety.”</p> <p style="text-align: right;">~ Edmund Burke ~</p>

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Communication
Goal: Enhance departmental and divisional communication. 	Outcome: <ol style="list-style-type: none"> 1. Better morale as measured by Employee Satisfaction Surveys. 2. Employees have better understanding of operations and decisions made. 3. A decrease in rumors related to operational issues. 4. Fewer formal complaints and grievances.
Objective: Ensure employees are provided with strategic and operational information to enhance performance by 7/99.	Output: <ol style="list-style-type: none"> 1. At least 12 team meetings per team annually. 2. At least 12 Newsletters annually. 3. E-mails from the Director et al, as appropriate. 4. Quarterly All Hands Meetings.
Strategies: <ol style="list-style-type: none"> 1. Implement a schedule of at least one monthly team meeting per team including supervisor. 2. Ensure employees obtain and have opportunity to submit articles to monthly ACS Newsletter. 3. Ensure all employees obtain e-mail training and understand the importance of e-mail communication by 12/99. 4. Continue quarterly all hands meetings. 5. Implement Field Ops Team Daily Debrief Report to be completed by Supervisor and submitted to Field Manager and Deputy Director. 6. (See Employee Satisfaction Goals on page 4) 	
Efficiency: Training time. Paper.	<p>“You are telling me what you think I want to know. I want to know what is actually happening.”</p> <p style="text-align: right;">~ Creighton Abrams ~</p>

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Training
Goal: Develop a comprehensive Departmental Training Program.	Outcome: <ol style="list-style-type: none"> 1. Improved Customer Satisfaction as determined by surveys. 2. Improved Employee Satisfaction as determined by surveys. 3. Better trained staff as determined by testing and/or demonstrated performance.
Objective: <ol style="list-style-type: none"> 1. Provide for a well trained, professional staff. 2. Develop an Animal Control Academy. 3. Develop a Veterinary Technician certification program. 	Output: <ol style="list-style-type: none"> 1. Training Manual for each Division. 2. # of training classes and employees trained to be determined.



Strategies:

1. Hire a Training Manager by 8/99 and obtain Registrar Training for Training Manager by 11/99.
2. Develop and implement a NEO for ACS that successfully assimilates new employees into ACS culture by 11/99.
3. Collate all existing ACS training materials into a Departmental Training Program by 12/99.
4. Develop and implement structured, learning program with learning objectives and evaluations and manuals for each Division starting with Field Operations by 6/00, Business Operations by 12/00, Shelter Operations by 6/01.
5. Develop Management Training Program by 3/00.
6. Develop and implement Communications Skills Enhancement program for all ACS employees by 12/99.
7. Develop program enrolling Field Officers in Spanish for Law Enforcement Agencies by 7/00.
8. Develop and implement Dispatch School for ACOs and new dispatchers by 6/00.
9. Develop and implement a Call Center School for telecommunications clerks by 12/00.
10. Develop and implement Mentoring program by 12/01.
11. Research specialized and/or Certified fields of learning available for Clinic staff by 12/99.
12. Train staff to identify signs/symptoms of illness by 6/00.
13. Train staff in breed identification for Field and Shelter personnel by 12/99.
14. Develop and implement shelter and clinic sanitation and animal husbandry training by 6/00.
15. Develop and implement Adoption Counseling Training by 6/00.
16. Develop and implement animal evaluation training by 6/00.
17. Include personal and professional development opportunities in each employee's PMP effective 8/99.
18. Improve transaction accuracy and database integrity through quality measurement as a training indicator and performance management tool.
19. Train all new staff on automation starting 8/99.
20. Begin training on existing staff on automation training, a minimum of three employees per month beginning 8/99.
21. Create individual job descriptions for each employee by 9/99.
22. Create PMP for each employee by 10/99.
23. Review, print, maintain and make available on each computer the ACS Policy Manual each year by 8/00.
24. Ensure Shelter staff is certified in euthanasia by 6 months from date of hire.
25. Ensure Field supervisors are Recertified in Firearms on schedule.
26. Ensure ACO Is attend NACA I Academy by 2nd year of service and ACO II through NACA II by 4th year of service.

Efficiency:

Training and meeting time.

Materials.

“Motivate them, train them, care about them and make winners out of them...we know that if we treat our employees correctly, they'll treat the customers right.”

~ J. Marriot Jr. ~

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: External Partnering
Goal: Develop productive relationships with external organizations.	Outcome: <ol style="list-style-type: none"> 1. Maximized customer service outreach. 2. Maximized public image enhancement opportunities. 3. Increased number of dog licenses sold. 4. Increased number of animals adopted. 5. Decreased number of animals euthanized. 6. Increased public awareness of ACS and responsible pet ownership issues.
Objective: <ol style="list-style-type: none"> 1. Develop and enact all city/town IGAs by 7/00. 2. Maximize and expand customer services and service delivery through external partners. 	Output: <ol style="list-style-type: none"> 1. 20 or more IGAs. 2. 100 or more partners.



Strategies:

1. Encourage partnering with cities and towns to create more pet adoption centers and animal shelters.
2. Partner with other organizations to provide dog obedience and agility classes and animal behavioral counseling by 11/00.
3. Add more PetsMart stores and veterinary hospitals and retail outlets to Dog Licensing Program.
4. Expand technological outreaches through PETS911, Chameleon and other venders.
5. Partner with external agencies to promote responsible pet ownership issues.
6. Explore and develop Dispatch partnership with another agency.
7. Partner with learning institutions to develop curriculum designed to certify Animal Control trainers by 6/04.
8. Partner with AzVMA in establishing an in-house Veterinary Technician Certification program by
9. Partner with animal welfare organizations in development of a Humane Education program.

Efficiency:

To be determined.

“The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can't find them, make them.”

~ George Bernard Shaw ~

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Legislative Issues
Goal: Obtain enabling legislation to enhance animal control services.	Outcome: 1. New or enhanced revenue streams for ACS. 2. Improved public health and welfare.
Objective: 1. Establish Cost Recovery Contracts with Cities/Towns 2. Animal Control District Tax by 00/01. 3. Adjust Mandated Fees to be cost recovery by 01/ 02. 4. Rabies vaccinations/County shelter staff by 6/02. 5. Wolf-Hybrid Licensing by 02/03. 6. Cat Licensing by 03/ 04.	Output: 1. # of laws changed to enhance ACS services to be determined. 2. # of laws initiated to enhance ACS services to be determined
Strategies: 1. Partner with County Government Relations Office to obtain enabling legislation for the above objectives.	
Efficiency: Staff time	<p>“If you ever injected truth into politics you would have no politics.”</p> <p style="text-align: right;">~Will Rogers~</p>



Maricopa County Animal Control Services	
Division: Shelter Operations/Facilities	Program: Capital Planning
Goal: Enhance or obtain the facilities and equipment needed to provide efficient and effective animal control services.	Outcome: <ol style="list-style-type: none"> 1. Improve public approval. 2. Improve employee morale. 3. Increase customer service.
Objective: <ol style="list-style-type: none"> 1. Obtain funding for and build a new animal control shelter in Durango complex or another appropriate location. 2. Obtain funding for and build a new animal control shelter in northwest county. 3. Obtain funding for and build a new animal control shelter in northeast county. 4. Obtain funding for and build a new animal control shelter in southeast county. 	Output: Four strategically located animal shelters, one with ACS administrative offices. <div data-bbox="1381 745 1890 1177" data-label="Image"> </div>
Strategies: <ol style="list-style-type: none"> 1. (See External Partnering Goals on page 11) 2. (See Legislative Issues Goals on page 13) 	
Efficiency: \$10 Million for Administrative Shelter \$8 Million for each additional Shelter.	<p>“The loftier the building the deeper the foundation must be.”</p> <p style="text-align: right;">~ Thomas à Kempis ~</p>

Maricopa County Animal Control Services	
Division: Field Operations/Facilities	Program: Capital Planning
Goal: Enhance or obtain the facilities and equipment needed to provide efficient and effective animal control services.	Outcome: <ol style="list-style-type: none"> 1. Improved response time and customer satisfaction. 2. Increased number of activities responded to. 3. Decreased activities “no timed”.
Objective: Establish satellite locations in partnership with other departments	Output:
Strategies: <ol style="list-style-type: none"> 1. Establish a north east satellite office by 2/00 2. Establish a north west satellite office by 8/00 3. Establish a south west satellite office by 12/00 4. Establish a south east satellite office by 2/01 	
Efficiency: ACO who lives near a MCDOT yard can be in a designated patrol area within 15 minutes of start of shift as opposed to the one hour plus time it now takes. This arrangement cuts drive times in half to and from the shelter each day, saving fuel and maintenance costs.	Explanatory: MCDOT has yards throughout Maricopa County capable of supporting animal control vehicles. An ACO could pick up and drop of his/her vehicle at such a yard.

Maricopa County Animal Control Services	
Division: Field Operations/Call Center and Dispatch	Program: Capital Planning/Customer Service
Goal: Enhance or obtain the facilities and equipment needed to provide efficient and effective animal control services.	Outcome: <ol style="list-style-type: none"> 1. Improved telephone response time and customer service in Field and Business Operations (including Licensing). 2. Well-trained and equipped personnel will be able to respond to 90% of all incoming calls. Currently 50% of incoming calls are transferred to other divisions, which interrupts work processes. 3. Public approval ratings will reflect increased customer satisfaction.
Objective: Establish a modern call center utilizing the latest in technology, ergo equipment and training, to provide the citizens of Maricopa County the most accurate information in a reasonable and ever-improving time frame.	Output: <ol style="list-style-type: none"> 1. Requisition base material for Quality Improvement training by 10/99. 2. 15 headsets purchased as needed. 3. 15 ADA compliant workstations included in new southwest shelter. 4. 8 new Call Center clerks to work ACS extended hours implemented when new shelter is opened. 5. Quicker disposition of customer complaints.
Strategies: <ol style="list-style-type: none"> 1. Develop the capacity to monitor and record incoming calls for quality improvement training by 1/01. 2. Construct individual soundproof/computer-equipped, ergonomically designed workstations for call center representatives. 3. Purchase modern head sets that diminish outside interference by 6/05 	

Efficiency:

8 computers
8 telephones
8 headsets
8 module units
8 clerks
Training time

Explanatory:

Currently, frequently asked questions are transferred to appropriate divisions. Call Center reps and phone matrices and web-sites will be able to respond to these questions, enhancing customer service in all divisions.



Maricopa County Animal Control Services	
Division: Field Operations/Fleet	Program: Capital Planning
Goal: Enhance or obtain the facilities and equipment needed to provide efficient and effective animal control services.	Outcome: Compliance with Federal air quality guidelines.
Objective: Transition ACS fleet to alternative fuel vehicles by 7/05	Output: All ACS vehicles.
Strategies: Budget for and begin ordering alternative fuel vehicles as County Equipment Services is able to support maintenance and fuel needs by 7/00.	
Efficiency: Price increase of vehicles will be offset by better fuel efficiency	“A good plan is like a road map: it shows the final destination and usually the best way to get there.” <i>~ H. Stanley Judd ~</i>

Maricopa County Animal Control Services	
Division: Field Operations/Equipment	Program: Capital Planning
Goal: Enhance or obtain the facilities and equipment needed to provide efficient and effective animal control services.	Outcome: A well equipped field operations staff able to respond effectively to all animal control situations.
Objective: Research, budget for and obtain industry standard animal control equipment by 12/00 and develop monitoring program to ensure personnel are always provided with equipment that is sufficient and adequate.	Output: All ACS Officers fully equipped.
Strategies: <ol style="list-style-type: none"> 1. Research, budget for and obtain appropriate truck bodies with evaporative coolers and back up air conditioning. 2. Research, budget for and obtain appropriate tranquilizer guns for use by sergeants and Field Ops. supervisors. 3. Research, budget for and obtain appropriate collapsible dog traps for each vehicle. 4. Research, budget for and obtain appropriate blue and yellow safety strobe lights for vehicles. 5. Develop equipment inventory and monitoring protocol to ensure staff is adequately equipped by 10/99. 6. Establish equipment standards for Field ACOs. 	
Efficiency: To be determined.	“Always have a plan, and believe in it. Nothing happens by accident. <i>~ Chuck Knox ~</i>

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Public Relations and Marketing
Goal: Create and sustain a positive public image. <div data-bbox="644 399 1033 805" data-label="Image"> </div>	Outcome: <ol style="list-style-type: none"> 1. Public approval ratings of ACS employees and programs will improve. 2. Increased number of animals adopted at off site events. 3. Increased number of spayed/neutered animals. 4. More dogs licensed. 5. Reduction of animal bites. 6. Fewer animals impounded. 7. Fewer animals euthanized.
Objective: <ol style="list-style-type: none"> 1. Create an ACS Humane Education Office y 8/99. 2. Partner and collaborate with other agencies in the development of Humane Education Programs. 3. Develop an ACS Marketing Plan by 6/00. 4. Maintain and continue to develop quality web-site and phone matrix systems. 5. Develop and implement quality image standards for all printed materials, displays, signage, etc. by 6/00 6. Develop as required a uniform policy for employees and volunteers by 10/00. 	Output: <ol style="list-style-type: none"> 1. Increased number of volunteer hours spent educating students concerning responsible pet ownership. 2. Increased number of volunteer hours spent adoption counseling on and off site. 3. Increased number of off site events. 4. Increased number of PSAs distributed.

Strategies:

1. Hire a Humane Educator/PIO and a Manager of the ACS Volunteer Program by 7/99.
2. Develop a comprehensive Humane Education Curriculum for use in Public and Private Schools by 8/00.
3. Continually enhance the quality and quantity of Off-Site Adoption, Licensing and other Events.
4. Develop Volunteer Speakers Bureau to visit schools and events with message of responsible pet ownership by 10/00.
5. Develop an ongoing PSA program educating the public concerning key pet issues.
6. Analyze options to determine best allocation of marketing and public image resources.
7. Continue to partner with PETS911, Chameleon, CIO and other organizations to enhance quality of web-sites and phone matrices.
8. Review and analyze existing ACS materials, displays and signage for standardization.
9. Maximize humane education opportunities on and off site, i.e. videos in Business Office, etc.
10. Establish and implement professional uniform standards clearly designating employees and volunteers.
11. Develop interactive mediums for customer service; i.e. bulletin boards, web-sites, etc.
12. Develop program to educate public concerning animal diseases by 12/00.

Efficiency:

Increased number of volunteers and volunteer hours.
Reduced staff overtime.

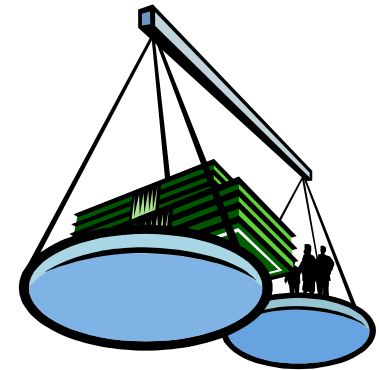
“There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.”

~ Dale Carnegie ~

Maricopa County Animal Control Services	
Department: Animal Control Services	Program: Financial Management
Goal: <ol style="list-style-type: none"> 1. Provide high-quality, accounting and budgetary customer service. 2. Maximize existing and new revenue sources while minimizing expenditures and maximizing performance. 	Outcome: <ol style="list-style-type: none"> 1. Better customer service. 2. More efficient delivery of customer service.
Objective: <ol style="list-style-type: none"> 1. Establish timely and accurate procedures for performing all financial, accounting and budgeting operations by 6/00. 2. Organize all financial, accounting and budgetary data for accurate reporting and analysis. 3. Enact City/Town IGAs by 7/00. 4. Update Fee Structure by 10/99. 5. Increase License Sales by 10% annually. 6. Analyze current resource use and productivity and adjust as needed by 3/00. 7. Explore fund raising opportunities, develop strategy. 8. Explore retail sales of pet products by 12/99. 9. Review and enhance inventory control protocols by 6/00. 10. Develop and implement programs to promote benefits of dog licensing. 11. Increase issuance of License Violation Warnings by 7% annually. 12. (See External Partnering Goals on page 11) 13. (See Legislative Issues Goals on page 13) 	Output: <ol style="list-style-type: none"> 1. 4 ACS Controller initiated meetings with each city/town liaison. 2. # of agreements and contract to enhance ACS services to be determined. 3. A full set of quarterly financial statements presented in ACS cost model to be maintained on an annual basis. 4. Costs recovered for services provided. 5. Benchmarking Report on revenue ideas. 6. Increased dog license sales. 7. Donation Baseline Report. 8. Three <i>People Saving Pets</i> Retail Stores. 9. # of external partnerships initiated to be determined. 10. # of legislative issues initiated and enacted to be determined.

Strategies:

1. Develop a program to deliver high-quality financial services and support to contract cities and towns
2. Develop program to ensure appropriate employees perform their duties efficiently and accurately through the use of automated procedures and proper training.
3. Establish and maintain contacts with OMB, Finance, HR, Materials Management, and all other departments within and appropriate external organizations for support and information.
4. Establish and maintain open lines of communication with all internal and external customers.
5. Establish and maintain a system of internal controls and separation of duties consistent with the requirements of internal and external auditors.
6. Provide opportunities for Controller staff to participate in no cost or low cost professional development opportunities.
7. Build database and spreadsheet models designed for budget preparation, monitoring, analysis and reporting, revenue projection and analysis, fee analysis, activity based cost allocation, and managerial cost accounting.
11. Ensure IGAs recovers actual costs and no non-mandated services are provided without an IGA.
12. Benchmark other animal control programs for revenue generating ideas, and implement as appropriate.
13. Continue to enroll veterinary hospitals, retail outlets and other agencies into Dog Licensing Program, and develop other opportunities for license sales via the internet, phone, etc.
14. Provide for ACOs to sell licenses in the field.
15. Establish donation baseline in 99/00 and increase donations by 5% annually.
16. Establish *People Saving Pets* Retail Stores in all ACS Shelter locations.
17. Allow *People Saving Pets* to solicit donations through ACS license mailings 8/99.
18. Provide for donation on ACS License forms by 9/99.
19. (See External Partnering Strategies on page 12)
20. (See Legislative Issues Strategies on page 13)

**Efficiency:**

Controller staff time and materials.

“If you can’t pay for a thing, don’t buy it. If you can’t get paid for it, don’t sell it. Do this, and you will have calm and drowsy nights, with all of the good business you have now and none of the bad.”

~ Benjamin Franklin ~